Hello from the other side
Engaging clinical stakeholders in the procurement process

Kim Kraeft, RN, BScN, MSN/ED, PMP
Ray Meyer, RN, BN
Kyle Shafer, BAS Eng
None of the presenters for this session have any declarations of conflict of interest for this presentation.
Who are we?
Bluewater Health

• Bluewater Health (BWH) is a 299 bed community hospital located within the Erie St. Clair Local Health Integration Network.

• Composed of a main site in Sarnia, Ontario and a rural health site - the Charlotte Eleanor Englehart Hospital, located in Petrolia, Ontario.

• BWH has nearly 2,500 staff, professional staff, and volunteers caring for the residents of Sarnia-Lambton.

• BWH provides an array of specialized acute, complex continuing care, allied health and ambulatory care services.

We create exemplary healthcare experiences with patients and families every time.
TransForm provides all supply chain activities and IT/IM support to all five partner hospitals across eight hospital sites in Erie-St. Clair:

- Windsor Regional Hospital (Metropolitan and Ouellette Campuses)
- Hôtel-Dieu Grace Healthcare
- Bluewater Health (Sarnia and Petrolia Campuses)
- Erie Shores Healthcare
- Chatham-Kent Health Alliance (Chatham and Wallaceburg Campuses)

TransForm is committed to providing exceptional customer service to its clients and improving value to Ontario’s healthcare system.
What will you learn?

1. Strategies to create more value in the procurement process itself, driving to more valuable solutions that better match the needs of the providers.
2. Ideas about how to innovate the procurement process to match stakeholder needs.
3. Tools and techniques to better understand the needs of the clinical stakeholder.
4. Tools and techniques to understand the different priorities of the supply chain professional and the clinical stakeholder, using each other's time wisely.
5. How to incorporate methods of stakeholder engagement into day to day thinking in procurements both large and small.
The view from the other side...
A purely fictitious reenactment

In this re-enactment, all names, characters, and incidents portrayed in this production are fictitious.

No identification with actual persons (living or deceased), or procurements (living or deceased) is intended or should be inferred.

No clinicians were harmed in the making of this re-enactment.
VIDEO: The view from the other side...
There has to be a better way!

• An alternative to traditional procurement practices
• Uses Outcome Based Specifications (OBS), rather than prescriptive solution
• Collaborative process with suppliers and buying organizations working together to co-design a solution that fits the exact needs of the organization.
When should it be used?

- Used when there is no known existing product in the market that meets the needs of the buying organization.
- When solutions do exist, but require significant customization, adaptation, or improvement in order to meet the needs of the procuring organization.
- Often involves a new or significantly improved product, service, business practices or processes to meet these specified needs.
Why use Innovation Procurement?

• Achieve better value for the buying organizations through creating efficiencies, better patient outcomes, and following best practices

• The solution only includes what is necessary to meet the Outcome Based Specifications (OBS). The benefits of Innovation Procurement are viewed in a broader context through the OBS versus looking only at specific specifications.
Unpacking our experiences

• Balancing Effectiveness & Efficiency (Sep 2018)
• This report offers several implications and recommendations to help organizations improve their clinician engagement practices.
What makes innovation successful?

Stakeholder & Clinician Engagement!
Unpacking our experiences

1. Relationships matter
2. Work alongside
3. Learn your environment
4. Find the real users
5. Every procurement an improvement project
6. Use time wisely for planning
7. Evaluate the evaluation process - Reduce administrative burden
8. Trust your experts
9. Problems not solutions (talk outcomes!)
10. Top down support
Developing relationships between stakeholders is crucial to establishing common understanding and trust. As organizations and clinicians become more familiar with clinician engagement in the procurement process, these relationships will strengthen and improve the process.
Relationships matter

• Talk less. Listen more.
• Ask the same question of other stakeholders.
• The subject matter experts are your key stakeholder.
• Don’t try and repackage it into procurement jargon until you need to.
• Build relationships and work alongside one another.
• Face to face conversations.
Learn your environment

Visit the site. Talk to the leaders. Talk to the staff.
Go see the area. Research their workflow.
Listen to their problems, in their own words.
Establishing a large pool of potential stakeholders from which to draw upon is crucial to attaining the level of engagement required. Based on how and why an end user uses a product, organizations may prioritize involvement for effectiveness and efficiency. In addition, the frequency with which a product is used by a stakeholder group is important.
Find the real users

• Your senior leader might be a great sponsor, however they likely won’t use the final solution

• Our working group & evaluation team included 10 front-line staff (nurses, OR aids, environmental staff) and 1 patient.
Every procurement an improvement project

- **Ensuring that conversations about potential changes to products are held early (and often) will help facilitate the clinician engagement process and subsequent conversion of products. Early and frequent engagement will help stakeholders identify and address potential challenges and drive value throughout the entire process.**
Every procurement involves purchasing something better than what you had before.

What will change in the staff’s workflow? Who is providing the training? What happens after the contract is signed?
Every procurement an improvement project
Clinicians don’t want to hear from 100 different people. To respect clinicians’ time, streamline the communication process.
Use time wisely

• Before every call or meeting... we asked:
  • Why are we meeting?
  • What does purchasing need to find out? What does the clinicians need to know?
  • What would make the meeting successful?
  • Can we communicate this via a short email?
Evaluate the evaluation process

- Nobody wants to read 200 pages.
- Who is evaluating?
- What are they evaluating?
- Limit responses to something reasonable.
Trust your experts

• Many organizations rely on their networks for clinician engagement. A roster of both clinical and non-clinical staff can be built for current and future projects to ensure organizations have access to the expertise they need.
Trust your experts

• Procurement people know how to create procurement documents, manage the procurement process and dialogue with vendors.
• Your stakeholders know the rest.
Problems not solutions (talk outcomes!)

• Focus on the pain points of clinicians in their own words.
60+ problems turned into 8 OBS
Effectively engaging with clinicians requires that hospital leadership—executive and clinical—provide the necessary education and awareness to their procurement and clinical staff on the basics and importance of collaboration in the procurement process. This is true regarding access to clinicians and grassroots interest and support from them.
Top down support

- Bring your leaders in at key times
- Report back on decisions and discussions to all stakeholders.
What ideas have helped improve your procurement process?
Thank you!

Kim Kraeft, Bluewater Health
kkraeft@bluewaterhealth.ca

Ray Meyer, Bluewater Health
rmeyer@bluewaterhealth.ca

Kyle Shafer, TransForm SSO
kyle.shafer@transformsso.ca